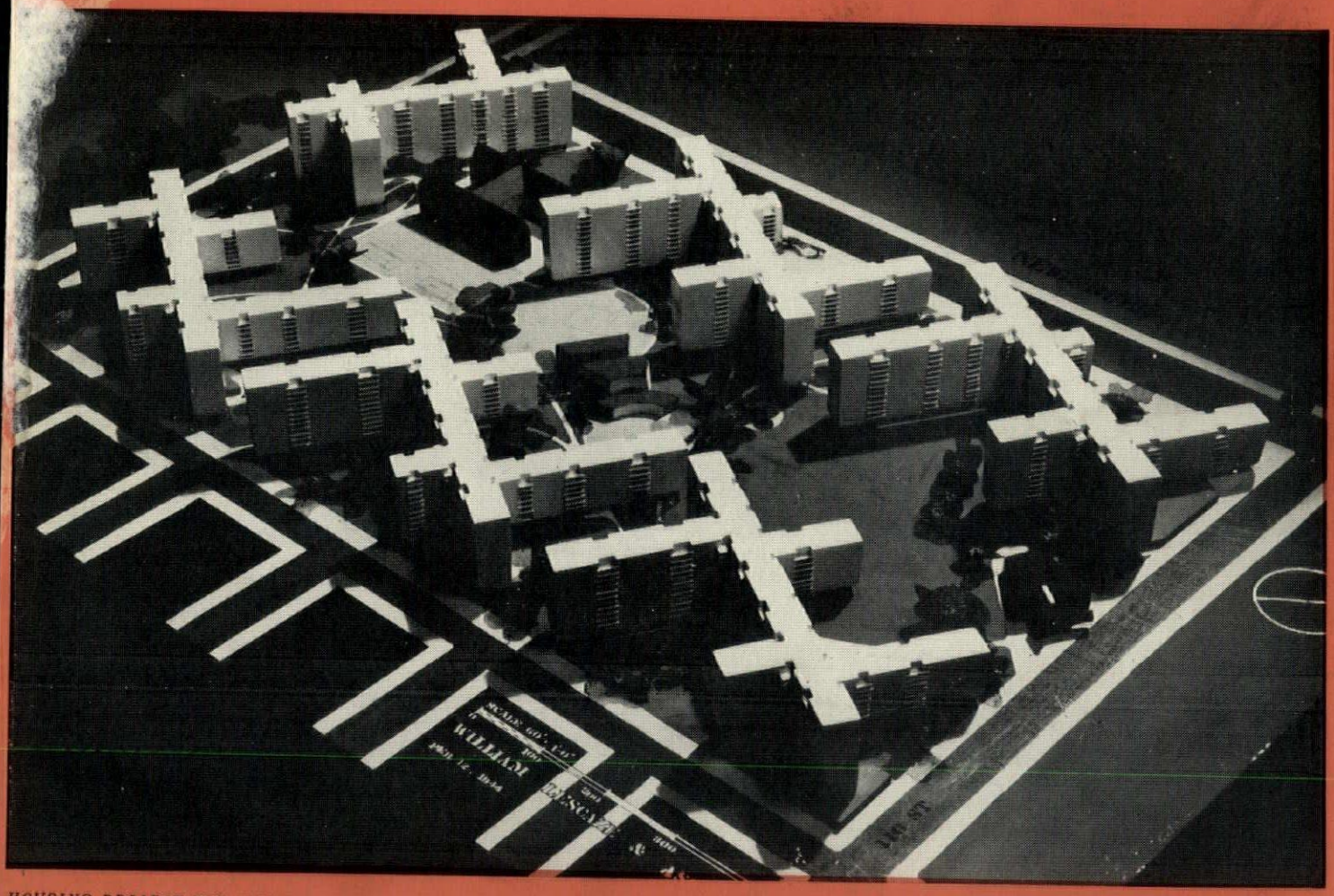
Empire State ARCHITECT



HOUSING PROJECT FOR WEST HARLEM

WILLIAM LESCAZE AND ASSOCIATES, ARCHITECTS

WHO DECIDES WHAT IS TO BE BUILT?

HOUSING PANEL

SIGNIFICANT TRENDS IN CONSTRUCTION

PROFESSIONAL DESIGNER'S EXHIBIT

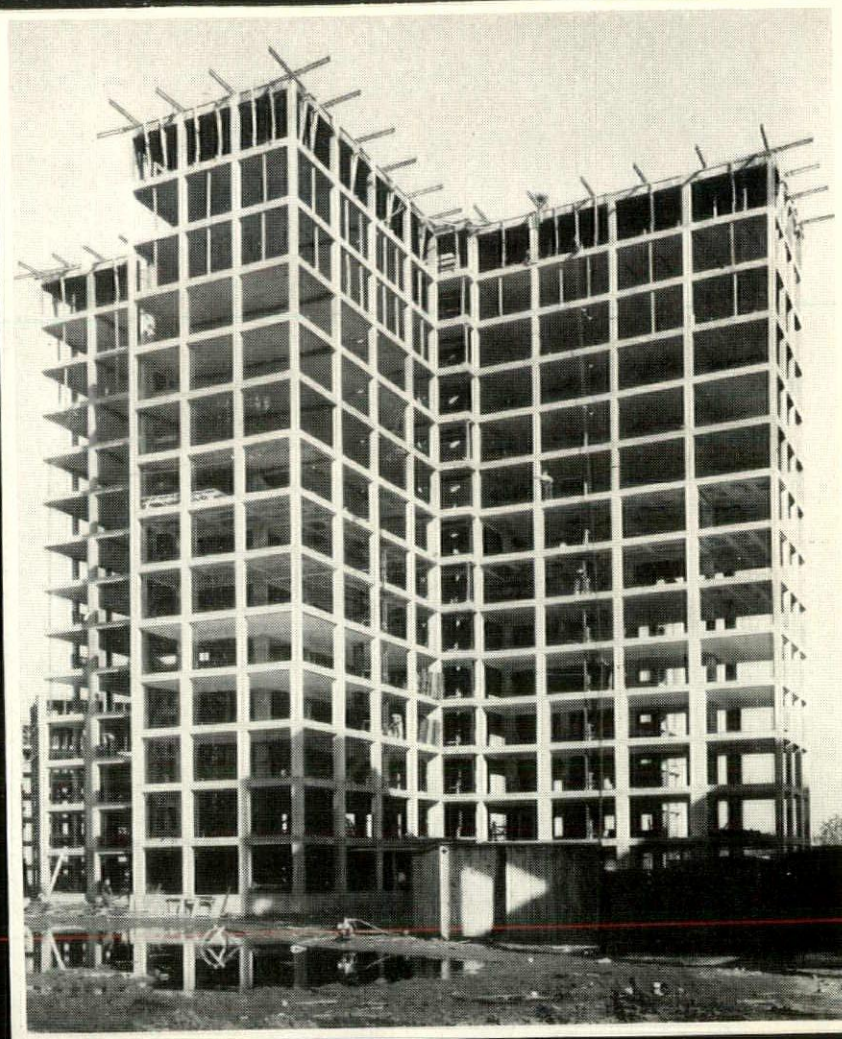
AMONG THE CONSTITUENTS

JANUARY - - - FEBRUARY

1948

VOLUME VIII NUMBER I

CONCRETE Cuts Building Costs



REINFORCED concrete frames provide quality construction at a big saving for the New York City Housing Authority and the Federal Public Housing Authority who selected this type of construction for the Jacob Riis housing project. Reinforced concrete frame construction permits flexibility in design, speeds construction, saves head room, cuts building costs and provides maximum strength, fire-safety and comfort.

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Write for free booklet, "Continuity in Concrete Building Frames" — a practical analysis for vertical load and wind pressure. Distributed only in United States and Canada.

•

Picture shows one of the nineteen units in the Jacob Riis housing project, New York City (East River Drive from 6th Street to 13th Street). There will be 1,768 apartments in structures of 6, 13 and 14 stories. Walker & Gillette, architects; Tuck & Ipel, structural engineers; Wilcox Construction Company, contractor.

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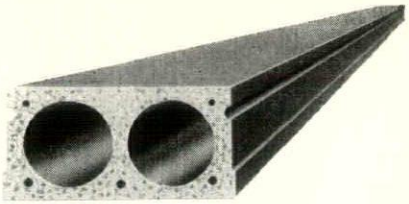
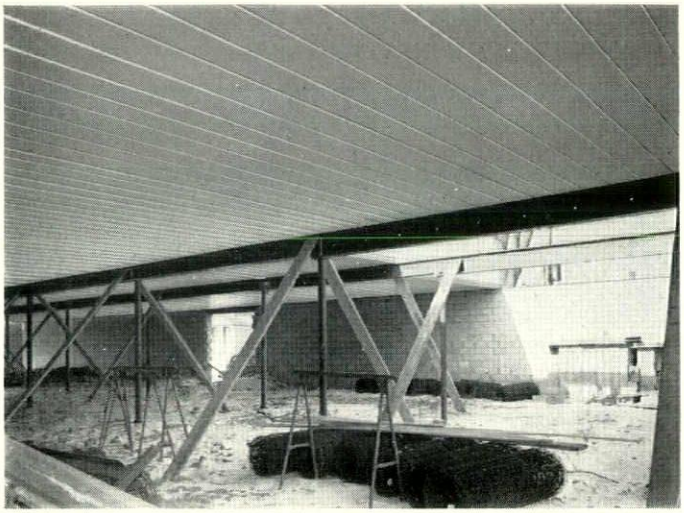
flexicore-



SPEEDED WINTER CONSTRUCTION OF SUPER-MARKET

1 and 2. Cold weather does not delay construction. Note simplicity of handling, being hoisted from truck directly into position on roof. No rehandling necessary.



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Empire State Architect

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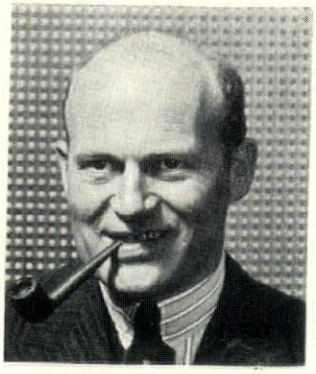
ON THE COVER . . . HOUSING



William Lescaze

A two-fold purpose caused us to select the Harlem Housing study prepared by Architect William Lescaze and Associates.

First, we want you to remember that housing is still the Nation's number one postwar problem and that you, as Architects, have a responsibility to do something to alleviate the problem; something progressive — not just more cubicles squeezed onto a site ala the real estate approach.

Second, we think that William Lescaze's study for the redevelopment of Harlem is a step in the direction toward that solution. The cover shows an aerial view of one of the proposed super blocks — the "Dorie Miller Project." Each of these super blocks could be developed by a single corporation or could be a public project.

Studies were made to give each unit a maximum amount of sunlight, air, and space enough for a normal life. Interior bathrooms were provided. All minor breaks in general building were eliminated and larger and fewer building units were used, all making a possibility of the low ground coverage of 23 per cent.

The approach of the organization to realize this objective was as follows:

1. To prepare the general outline or scheme for rebuilding the whole West Harlem area to give the people of the area something to live for, with safety increased, and good educational, health and recreational facilities.
2. To present the above graphically to interest the community and public agencies thereof to take action to see that such a program could be made possible.
3. To encourage privately sponsored housing projects for persons in the middle income groups and to encourage public projects requiring subsidies to house persons of low income.

If you wish to see plans and a more complete report of this project, we refer you to the *Architectural Forum* of April, 1944, and a bulletin published by Revere Copper and Brass Inc., titled "Uplifting the Down-Trodden."

You all know William Lescaze. He is a member of the New York Chapter of the A.I.A. He was born in Switzerland and is a graduate of the École Polytechnique Federal in Zurich. Among his many famous buildings in the U. S. are the Philadelphia Saving Fund Society building (associated with Howe) and the Longfellow Building in Washington, D. C.

It is interesting to note that Mr. Lescaze and associates worked with advice and assistance from the New York Urban League, National Urban League and the Welfare Council of New York, and acquired much valuable information from the various departments of the City of New York. Another example of "Team Design."

LET'S GET SOME PROGRESSIVE HOUSING DONE!

LE MOYNE COLLEGE

Our sincere apologies to the architectural firm of EGGERS AND HIGGINS for doing the unforgivable — omitting their name from the cover photograph and article on their new project, LeMoyne College at Syracuse. We also hang our heads in shame for the poor handling of the article. Our resumé and first draft both were published.

THE EDITOR

HOUSING PANEL SPEECH . . . . . C. STORRS BARROWS

DELIVERED AT 1947 CONVENTION

It is the objective of the Housing Panel to bring before the convention an answer to Arthur Holden's question "Who Decides What Is To Be Built?"

The problem of Housing is quite different Up-State from that of New York City, although many of the influences governing what is to be built are the same in all parts of the State.

(1) Housing is a community need and should be planned in relation to the four other community area requirements: employment, commercial, educational and recreational.

(2) Housing is not a set pattern but should meet the different requirements of the individuals who make up a community.

(3) Only a very small percentage of urban housing is built directly on order for those who will occupy it. The average house is built by sepculators for sale. The apartment building is built for an investment.

(4) To prevent poor construction and the abuses of irresponsible contractors, the loaning institutions and the F.H.A. set up minimum standards. These standards with Building Codes are developed to such an extent that the architect is faced with a set of rules which determines to a large extent what he can build. The necessity for zoning regulations and restrictions became apparent with the rapid urban development. Today we find ourselves with restrictions that prevent proper development of newer types of buildings such as the garden apartments.

Our labor organizations are having their problems in the ever-changing methods of construction and the different uses of materials, so jurisdictional disputes as to *who does what* keep bobbing up in the building industry. The unions determine who does the building and often, the extent of production.

We have not mentioned the choice of the owner or his desires; but in the first and last analysis of the question "Who Decides What Is To Be Built?" the owner or tenant does have a lot to say.

When the level of costs for building and maintenance of shelter exceeds the purchasing power of the buyer or renter, building operations cease. There are several things that produce such a situation:

(1) The inequality of wages paid in the building industry compared to other wages—industrial, civil or commercial.

(2) The inequality of the tax load applied to real property.

(3) A government tax policy that discourages the expansion of present plants that produce building materials, thus making high material costs.

(4) Building Codes that do not permit substitute materials or new methods of construction.

(5) The resistance by organized labor to labor-saving devices or prefabrication of units off the site where greater efficiency can be secured.

Collectively, these conditions produce abnormally high costs.

We must also realize that with the end of the war, we have passed into a totally different economic period.

What is the cost of housing compared to other commodities?—to the cost of living?—to wage scales? If we look at the long term trend in housing cost, we will see that this condition is nothing new.

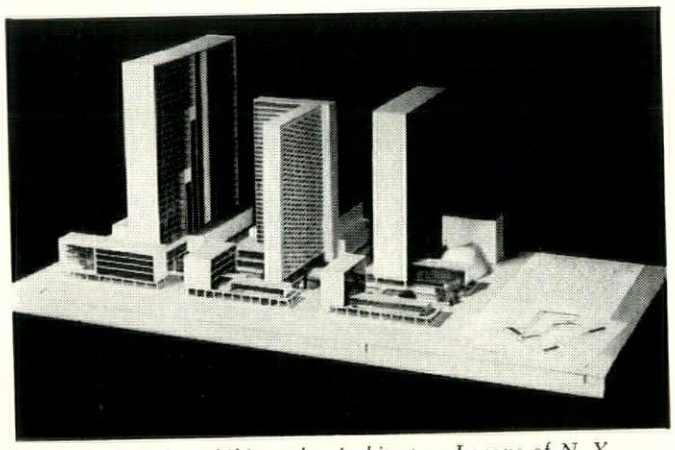
Rochester is quite typical of upper New York cities, and the curve of Housing costs and wages would not be too far out of line with that of other cities of the State, including New York City. This would indicate that wages and housing costs of 1887 were doubled by 1913, again doubled by 1923, and nearly again doubled by 1947.

If costs of construction are not out of line with other costs it is our business to sell that fact to the public. If it is not a fact, it is our business to do what we can to correct the condition. Our interest is in building, and a healthy business is one in which the buyer gets value received. To accomplish this takes full cooperation of the designer, builder, craftsmen and material men, as well as the financiers, the building officials and the other interests in the building field.

The pressure of labor unions for increased wages should give way to greater production. The architect should use his ingenuity in the use of materials to produce good housing within the means of the purchaser and rental units within the means of the renter. The purchaser and renter should feel that they are receiving proper value for their investments.

The architect should reflect the decision of the owner or renter in what is to be built.

FROM THE ARCHITECTURAL LEAGUE



**From An Exhibit at the Architecture League of N. Y.*
U. S. Training for Architects — 1947 (Nov. 6th '29)

Quote from speech by W. Wurster given during the above exhibit. "I would hold that Architecture is a social art before it is a fine art. It is a social art because it is for people — it keeps out the rain and the cold; it stands steady to the element. To be successful in its full sense it must do it beautifully, and when it does it is a fine art."

A plan to redevelop a blighted section of New York, the area along the Avenue of the Americas between 42nd street and Central Park South, is proposed by a group of Yale University architectural students in conjunction with Edward D. Stone and the Avenue of the Americas Association. Buildings shown in the model are, left to right, the Mexican Building, designed by Lloyd Flood; the Argentine Building, by Paul Webb, Jr., and the Brazilian Building, by John Caproni.

This model represents a typical unit of the proposed redevelopment. Consulates of the American nations would be located in low buildings along the Avenue. Tower buildings containing offices, hotels, apartments, etc., would be the principal revenue-producing structures.

A landscaped pedestrian promenade would be located parallel to and west of the Avenue. The promenade would pass beneath the streets. Shops, outdoor cafes, theaters, and exhibit areas would be located along the promenade, as well as entrances to the tower hotel and office buildings.

Parking garages would be provided in certain buildings, to accommodate tenants and shoppers' cars.

The whole project is a challenge. If it is to be realized, immediate action must be taken before this area is spot-developed in a disorganized, piece-meal fashion typical of this city.

WHO DECIDES WHAT IS TO BE BUILT?

Condensed from an address by Arthur C. Holden F.A.I.A.
Delivered at the N.Y.S.A.A. Convention in N. Y. C.
on Oct. 23, 1947

Part I The Architect and Society

The question, "Who decides what is to be built?" is addressed to all who make use of any kind of buildings. More pertinent to architects is "How much influence did you, Mr. Architect, have in shaping the character of the buildings in which you live and work?"

We build for particular immediate needs and within prescribed financial limits. Our decisions are further circumscribed by many factors which are the consequence of social and economic relationships. In short, few if any designers or owners have complete independence of choice. Decisions to build are the result of balancing a whole series of decisions — by owners, designers, builders, labor, material suppliers, financiers, those who control real estate, the municipality and the state. As coordinators of all the factors involved, we architects have real opportunities for leadership. We can point with pride to such achievements of our profession as the Empire State Building by Shreve, Lamb and Harmon or the Nebraska State Capitol by Bertram Grosvenor Goodhue; but can we absolve ourselves of responsibility for the great mass of ordinary structures in which the influence of the architect has been too feeble to make itself felt?

I believe that the influence of architects is in the ascendant because of our enlarged concept of our responsibilities. We are coming to recognize that we serve our clients best when we most fully understand the forces which influence and limit their decisions. It behooves us to know more about the constantly changing forces which sway the dynamic society in which we function.

Part II Society a Complex of Constantly Changing Institutions

Society is not easy to understand. It is a complex of intricately related institutions. It is in a constant state of flux due to technological advances which, while making life easier and pleasanter, are inevitably accompanied by social and economic changes.

Americans became a particularly alert people because, in order to survive in a wilderness peopled with hostile savages, they had to be self-reliant, yet willing and temperamentally able to cooperate for protection and other mutual advantages. New England town governments recognized both individual property rights and rights to property held in common. The "Commons" were originally set aside for protection, pasturage, wood lots and other purposes that did not call for subdivisions for individuals. I wish to emphasize the distinction between *common lands* owned jointly by a limited group and *public lands* belonging to the people as a whole.

As our institutions developed, the idea of common lands gave place in the main to a concept of corporate property. In our developing society the ownership of real property tended to follow the pattern of individual property rights. Some of our difficulties today result from unresolved conflicts between the ideas of common and individual rights.

Among attempts to improve the workings of society by emphasis on community rights over those of the individual were such sincere but unsuccessful experiments in communal living as those at Brook Farm, Oneida, New Harmony, Mt. Lebanon, Amana and Bishop Hill.

Americans who are inherently open-minded toward experiment have only sympathy for the generous impulses of communism. What they resent is Professional Communism which has assumed the political form and bad manners of Fascism, and particularly the Marxian contention that their ends can only be obtained by forcible overthrow of all existing institutions.

No true and honest American wants to defend empty forms; but many who mean well do great harm because they are capable only of muddled thinking or who do no thinking at all. Understanding is the true guide to action by the real defenders of our institutions.

When we architects try to translate ideas into reality we are constantly opposed by people who do not understand, who fear any change and who resist any disturbance of existing facilities and privileges. But let us not forget that we, too, are creatures of habit . . . Having learned to do things in a particular way, we keep on repeating the motions we have learned and become less eager to originate. This is as true of so-called modernists as of traditionalists.

Perhaps this inertia explains why architects in the middle part of the 19th century did not adapt themselves to changing conditions. They failed to recognize evolution. They built according to routines which they believed to be correct and finite. Even the alert-minded Thomas Jefferson, while himself building with originality, led others backward by over emphazing adherence to correctness of style.

Part III Transportation, a Changing Institution

Nineteenth century architects were not forewarned of the far-reaching effects of the revolution in methods of transportation. But we, who can look back on the historical record, should realize that the revolution in transportation has not yet spent itself. The change in transportation is an example of the general change that has taken place in the techniques of industry. If the architect is to serve society, he must understand the significance of changes which may seem very remote from his immediate task. I shall attempt to show how the unawareness of the 19th century Architect prevented our profession from achieving leadership. Let us hope we are wiser and better prepared.

At the start of the nineteenth century, transportation on land involved horses and coaches, roads and postilions, stables, blacksmiths, harness makers and coach builders. Imagine the difference between the demands then made upon the building industry and those imposed by the transportation system of today.

Because of the limited capacity of horse-drawn vehicles, as much freight as possible had to be shipped by water. Our earlier cities, therefore, had to be on water. Canal building marked the beginning in the new world of construction projects requiring large capital.

Then came the steam engine, first applied to water transportation and then to steam railroads. Our population was re-distributed. Large scale manufacturing, warehousing and merchandising changed the methods of men in working together and their habits of living. New types of structures were needed, new materials such as cast iron and steel became available and new techniques for their use had to be developed.

The city of St. Louis is an example of the great changes in the functional development of cities growing out of rail transportation. A bridge over the Mississippi made the railroad surpass the river as a freight carrier and the growth of the city was thereby turned at right angles to its original direction. We can now look back and see the significance of the changes which few in those times could envision or comprehend. But can we look ahead?

Do we architects, today, understand the functioning of our institutions well enough to read the meaning of the changes which are still taking place? Are we equipped to take the lead in shaping those ever-developing institutions so that they may better serve our dynamic society?

Even now we are not fully aware of the changes brought about by the automobile. It has accelerated both centralization and decentralization, has affected land values and methods of living and created parking problems. The approaches to buildings and the need for better space between them have become part of the study of successful building design.

The airplane is already a real factor in express travel for passengers, mail and light freight. Rail, ship, automobile and rail transportation must be coordinated with each other and more scientific methods of loading and unloading must be developed.

All this creates the need for more effective methods of city planning and urban development and vastly improved relationships in property and contract.

During the Thursday forenoon session at the convention of the New York State Association of Architects and prior to this address by Mr. Holden, there were two panel discussions on "Who Decides What's to be Built" under the general chairmanship of C. Dale Badgley; one on "Schools" under the immediate chairmanship of Reginald E. Marsh and participated in by the following men: — Mr. Don L. Essex, Director Building and Grounds Division, State Dept. of Education of New York, Dr. N. L. Engelhardt, Educational Consultant, Dr. Jordan L. Larson, Superintendent of Schools, Mt. Vernon, N. Y.; and one on "Hospitals" under the immediate chairmanship of Aaron N. Kiff and participated in by the following men: — Dr. Paul A. Lembcke, Associate Director of the Council of Rochester Regional Hospitals; Dr. Claude Munger, Hospital Consultant and Director of St. Luke's Hospital; Mary Theye Worthen, Office of York and Sawyer.

Part IV Real Estate and the Decision to Build

Not so long ago, individual heads of families or professional speculators could acquire real estate by making a small down payment and giving a purchase money mortgage for the balance, the seller usually agreeing to subordinate the purchase money mortgage to a new construction loan or a permanent mortgage on the completed structure.

In a time of building scarcity with active demand, the land owner, having made a small down payment for the land, could "borrow out" on the appraised value of the proposed structure and upon its completion emerge with an apparent cash profit. Although speculators might thus owe a great deal of money in proportion to their actual cash investment, they could postpone the day of reckoning by paying bonuses for the renewal of mortgages, either annually or every third year. The bonus payments supplemented the mortgagee's normal interest charges. The recorded owner was usually able to sell out at a profit on his cash investment by unloading the contractual obligations on another party. Under this set-up the decision to build was based on the indicated profit to the real estate owner.

I recall pointing out to a financial institution that practically every skyscraper visible through its windows, and financed in this way had been through bankruptcy and foreclosure; but I could not make the representative of finance see that a different method of making original decisions might have created buildings equally or better suited to the needs of the original users, yet better able financially to survive such cataclysmic changes as the depression of the 30's.

Today it is realized that the above described process of exploitation is dangerous to society and we face the problem of devising other stimulants to building.

Part V The Builder's Part in the Decision to Build

When we speak of the modern builder we mean a man or group of men combining skill in the building crafts with managerial and technical skills. Originally the architect was the master builder, but in modern times the functions of designing and construction have been separated.

A builder can operate just so long as the services he performs yield him a livelihood. His decisions are based on cost of production relative to rentability or salability. The contractor depends for this type of decision upon an independent owner or promoter. The promoter, in turn, bases his decisions upon costs of construction measured against cost of securing capital and the demand for rental or purchase. If labor and materials increase in cost and there is no compensating increase in rental rates, and if the terms of financing remain fixed, there is likely to be either a falling off in the amount of building or a reduction in quality. The inter-relation of these factors is worth considerable attention. If construction costs seem out of balance, less value is offered. For some years now the building industry has been offering less and less for an increasing cost.

Recent trends in construction costs have been forcing builders to make decisions which are contrary to the interests of immediate owners or users of properties. This places an obligation on the industry to change the trend.

Part VI The Relation of Finance to Construction

In finance the trend has been in favor of the user of property. But how much better off is the average owner and renter?

About 15 years ago, the prevailing rate for mortgage money was 6%. State legislation, to protect investors and savings bank depositors, limited mortgage loans by fiduciary institutions to two-thirds or, in some cases, one-half of a fair appraised value. But the average would-be home purchaser could not advance cash equal to one-third or one-half of the home's value. So private investors who could afford to speculate supplied second mortgage money at the legal rate of interest, collected bonuses for making the original loan and for renewing it at one or three year intervals and also made charges for legal documents, extra title searches, surveys, etc. Such costs were a serious drain on the home buyer's resources.

In 1927, two years before the stock market crash, three architects, Henry Wright, Clarence Stein and myself collaborated in publishing a pamphlet called "A Primer of Housing," in which we attempted to call attention to the dangerous effect of unscrupulous methods of finance in the field of housing.

In 1934 the states supported the Federal Housing Administration policy by permitting lending institutions to loan up to 80% of appraised value on properly insured mortgages. The insurance principle, by reducing risk to the lender, stimulated the flow of investment money for construction, greatly reduced carrying charges and dealt a death blow to the second mortgage evil. Regular amortization was a requirement.

This made it possible for the limited capital of the typical developing builder to cover a greater volume of construction. The way was cleared for the attraction of new capital. There has been a continuous trend toward a lower interest rate and lending agencies are increasingly interested in improving standards of construction. This new trend in financing seems to favor the interests of user and owner.

Part VII Policy Making Through Governmental Regulation

Through its power to refuse insurance, the Federal Housing Administration established control over the character of buildings which could be financed. This automatically put into the hands of F.H.A. the power of policy making.

Local offices set up architectural departments, regional offices instituted land planning divisions. Architects, engineers and builders were told what to build and how to design it if F.H.A. mortgage insurance was to be had. To the extent that it impressed upon promoters and the average mortgage lenders the importance of sound design and construction, this was a healthy move.

Later, Congress gave F.H.A. the power to ration materials and to limit both rents and resale prices. No one could build a dwelling unless it satisfied F.H.A. requirements and unless materials could be procured within limits set by the price administration.

During the recent housing shortage, to help the G. I. (as it was thought) Congress reduced the maximum insurable loan to 90% of an appraisal of $10,000. This in the face of a demand for homes ranging from the very cheapest up to $25,000.00. Plenty of money was available, although both labor and materials were in limited supply. But governmental policy placed a virtual embargo upon construction of anything but homes under $10,000.

It is no exaggeration to say that most people are disappointed with the results of the postwar housing program. Unfortunately too much reliance was placed on rule making and too little was done to stimulate the imagination. While ruling out sub-standard construction, F.H.A. has stultified design. Too many picayune requirements have been listed as prerequisites to mortgage insurance. Architects have been asked to build to stereotyped plans irrespective of their suitability to specific sites or conditions. Where a site has called for openness, architects often have been required to wall off a view of an interior court because of the supposed undesirability of a glimpse of wash hanging out to dry.

The supposed purpose of regulation is to protect those who cannot protect themselves. Hence the tendency to establish "ceiling prices" that are supposed to help the little fellow. Some people sit back with great satisfaction when this is done supposing that the decision as to what is to be built has been made "democratically" by the people themselves through their elected representatives.

It is my personal belief that regulation of the type which we have had is usually helpful as a declaration of policy and even in the initial stages of its execution; but when conditions begin to change — as they are constantly changing — the regulations (which prescribe methods rather than principles) sink deeper and deeper into their inflexible grooves and tend to do more harm than good.

Very few people realize that the architect's ability to do creative design is based upon training in analysis of problems to be solved. Perhaps architects themselves are not fully conscious of the influence they would exert if the public could be made to understand that imaginative ingenuity is infinitely more valuable to society than the practice of lavishly following prescribed procedures.

Part VIII The Value of Ingenuity

In this section I propose to show that creative ingenuity produces profits which are socially valuable in contrast to the questionable type of profits which are based on manipulation or exploitation. Unfortunately, governmental policy makers do not as yet seem to recognize this distinction.

Given a small amount of latitude, the architect can create increments of value even when standards are arbitrarily set. On a project where all houses are alike, he can add to their desirability by the way he places each house on its lot. He can use variety in the natural landscape to make a home more desirable and, therefore, more valuable.

The value added by intelligent design is usually worth a great deal more than it costs to create. Some small thing — a beautiful tree preserved — a landscape feature well used — costs a little more, perhaps, but it yields a lasting, socially desirable profit.

Public policy is mistaken when it sets too arbitrary limits. It is unfortunate that F.H.A. created to encourage and give stability through improved types of construction, has set requirements so minutely for the entire nation that they freeze details of design and stifle architects' abilities to create additional, lasting values.

Would it not be more intelligent to encourage builders to use their ingenuity in designing to create values which might bring them profits so they would have something to invest in housing where the margin for profit might be unattractive. Better than a hard and fast regulation would be a preferential insurance rate to

(Continued on page 16)

AMONG THE CONSTITUENTS

by Cyril T. Tucker (assisted by Lester Ernst)

Indubitably our correspondents for this section of the Empire State Architect have gone into a winter hibernation if we are to judge by the paucity of material we have to work with. It is hard to make bricks without straw, and when you have to do it with hot air it takes longer. So leave us urge you Chapters and Societies, again, to please have your correspondents send us information about your units so that we can make this section of your paper comprehensive and pertinent. Our only consolation is that our new editor, George Dick Smith, Jr., to whom we tender our congratulations and best wishes, wants plenty of room for convention material that he was unable to publish in the November-December issue. He will have it.

BROOKLYN CHAPTER

We have a letter from Jim Gambaro appointing Mr. Harry Silverman as correspondent to the E.S.A., and look forward to a running commentary from him on the doings of this Chapter.

CENTRAL NEW YORK CHAPTER

The annual meeting of the Chapter will be held at the Hotel Syracuse, Saturday, January 24th, for election of officers. The principal speaker will be Douglas W. R. Orr, President of the Institute. Ter Bush & Powell, Inc. will briefly outline the Group Plan of Accident and Sickness Insurance sponsored by the State Association.

ROCHESTER SOCIETY OF ARCHITECTS

The Society has been holding weekly luncheon meetings at the Chamber of Commerce on Wednesday noons. At each luncheon they invited one member of the contracting or building materials field to give a short talk with discussions on their particular phase of the construction industry.

The Annual Christmas Party was held December 17th at the "Wishing Well" on Chili Ave., with about 40 members present. Gifts were exchanged and the major part of the evening devoted to a "can you top this" sort of program.

On the evening of January 15th, at the Powers Hotel, the Society held a dinner and as its guest of honor had Mr. Thomas H. Creighton, Editor of "Progressive Architecture," formerly "Pencil Points." Mr. Creighton, whose position and travels give him a birds-eye picture of architecture throughout the country, said "My travels lead me to believe that scientists in their discoveries and developments are far ahead of architects in their application of them, and that the profession advances only as it finds successful, enduring and functional application of new discoveries." He says that the architectural press looks for material that shows a change or advance in thinking and construction. He believes that the profession needs criticism, that the general press should give as much attention to criticisms of architecture as it now gives to music, painting, plays and books, and with much more reason, as architecture is more of our social background than those arts which are now given such attention.

Inspired by his talk, the Society devoted its Wednesday luncheon on January 21st, to a critique. Messrs. Ade & Todd presented the preliminary studies of their Roberts Junior College building for friendly criticism. Those present agreed that it was a significant venture and worthy of continuance.

During February the Society joins with the Rochester Engineering Society for Tuesday noon luncheons at the Sheraton Hotel. The program is as follows:

February 10th — "Reminiscences of an Architectural Engineer." Mr. Thomas H. McKaig of Buffalo and Hamburg, N. Y. is a man who apparently has successfully bridged the alleged gap between architects and engineers. Maybe he will tell us how he has been able to keep one foot on each side of the fence, his eye on the ball and one ear to the Fires." Mr. MacDonald of the New York Fire Insurance ground.

February 17th — "Electrical Accidents and Electrical Rating Organization is a man who has to see accidents before they happen. We should all learn to look at the world through his fiery colored glasses.

February 24th — "Rochester's New Airport." Mr. Benedict M. Ade and Mr. Conway L. Todd, who have been mid-wives at the conception and gestation of this ambitious program are well able to give us picture of what is in store.

Toastmaster — Cyril T. Tucker.

STATEN ISLAND CHAPTER

The December meeting of the Staten Island Society of Architects featured the installation of the new officers for the year 1948. The officers are Kenneth W. Milnes, president; Maurice G. Uslan, first vice-president; Theodore Koch, second vice-president; James Whitford Jr., secretary, and Frank Wall, treasurer. The feature of the evening was a talk on electric service installation problems by Harold C. Aubry of the Staten Island Edison Company. A report was made to the Society by Albert Melniker, as a member of the testimonial dinner committee for Frederick H. Zurmuhlen. The dinner for Mr. Zurmuhlen, who is the new Commissioner of Public Works in New York City was a success and was attended by both architectural and engineering professional societies throughout the metropolitan area. This dinner was an interesting venture in co-operation between architects and engineers for a fellow member of both professions.

The Staten Island Society is planning a year book and directory for the building industry on Staten Island.

BUFFALO-WESTERN N. Y. CHAPTER

At the annual meeting the following slate of officers was elected:

President	Roswell E. Pfohl
Vice-President	S. Harold Fenno
Secretary-Treasurer	Trevor W. Rogers
N. Y. S. Associate Director	G. Morton Wolfe
Executive Committee (3 yrs.)	G. Morton Wolfe
Executive Committee (3 yrs.)	John Highland, Sr.
Executive Committee (2 yrs.)	Eugene Walter

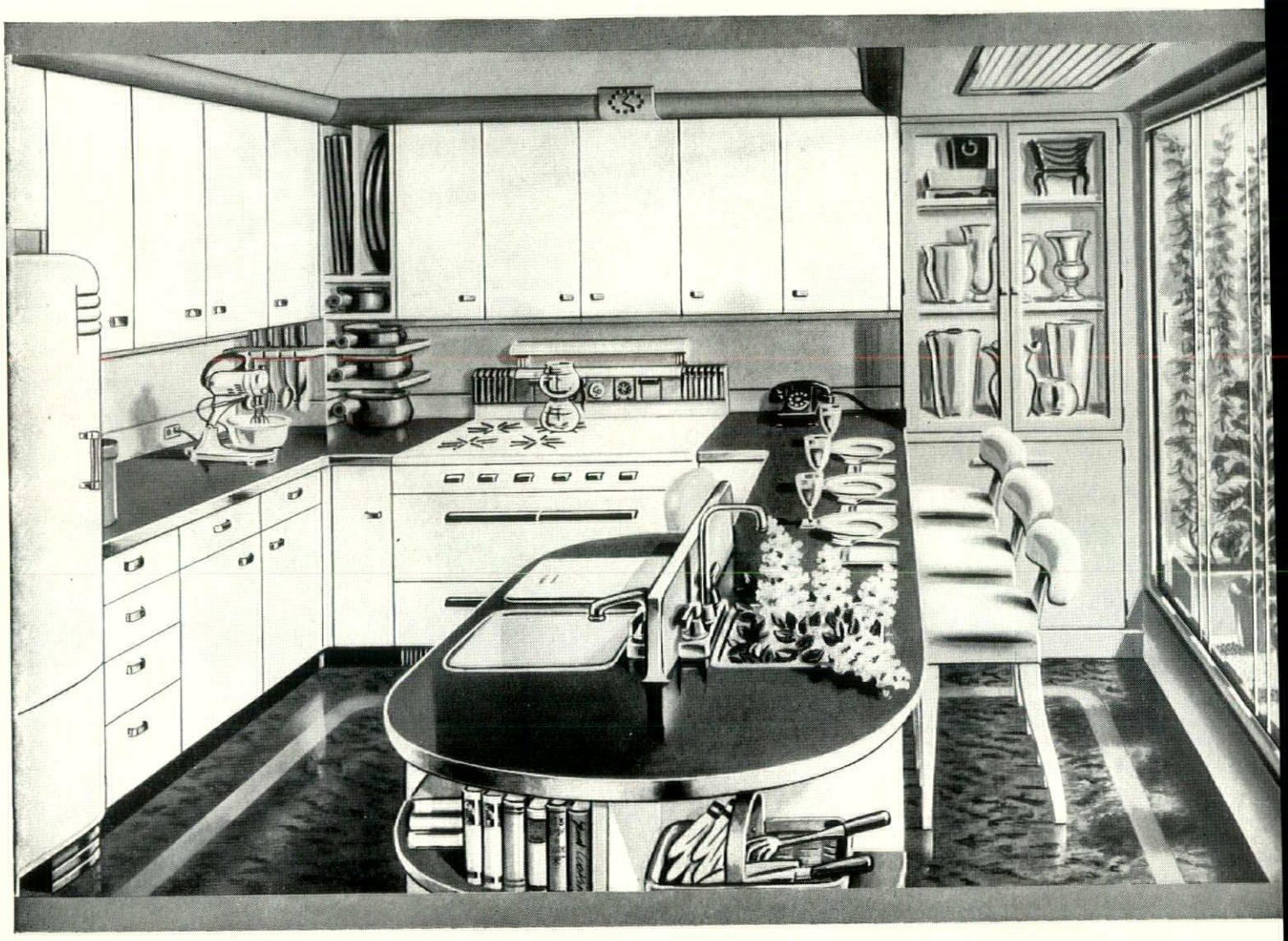
During the past year a committee chaired by O. William Shelgren reorganized the "Atelier Rectagon." On January 7th, at Hayes Hall in the University of Buffalo the first session was held. Nineteen members attended including three attractive girls. All the members work in local architects' offices and are interested in design training. The students meet twice a week at the U. of B.; run their own organization, and the members of the Buffalo Chapter write the program, crit and judge the problems. The first problem is a "Men's Furnishings Store" with the program written by Tom Imbs and with S. Tauriello, Mel Morris, and Milt Milstein as critics. You may watch this organization for progress in architecture.

We extend our thanks to Dean Claude Puffer and the University of Buffalo for alloting space for our use.

WESTCHESTER CHAPTER

At last reports, the 11th Annual Christmas Party of the Chapter was to be held at 7 P.M. on Dec. 11th at White Plains. A very tempting dinner of "matchless prime ribs of beef (with bones for those who feel virile)" was scheduled as well as entertainment consisting of five excellent acts featuring a lovely Prestidigitator to bring out the brethren. We would love to see a lady prestidigitator ourselves, if we could keep from getting too prestidigitated. Judging from the list of members who had returned their cards, the attendance must have been good and certainly no one could have regretted attending.

Let's look at it through a woman's eyes...



One in a series of **"NEW FREEDOM GAS KITCHEN"** *designs shown currently in a list of important women's magazines*

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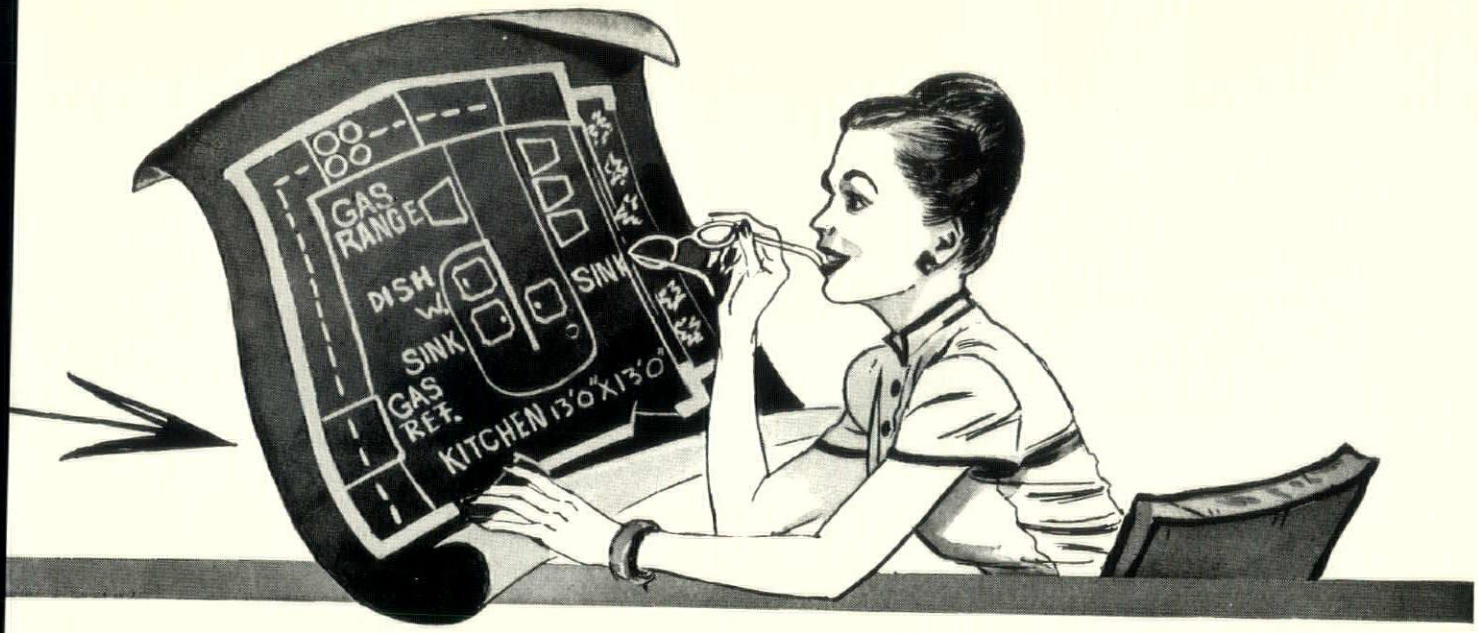
Republic Light, Heat & Power Co., Inc.

The Brooklyn Union Gas Co.

Long Island Lighting Co.

Rochester Gas & Elect



It's her bailiwick! It's the place where she spends most of her time, does her most absorbing work! So it's no wonder women are more interested in the kitchen than in any room in the house . . . are full of ideas on kitchen planning which you, as architects and builders, will be interested in noting! For example, here are some of their actual comments from a recent survey conducted on this particular "New Freedom Gas Kitchen" design:

: the layout: *"Shows how even a double-purpose kitchen can both compact and step-saving!" "Very practical arrange-nt of work areas." "Light and airy—plenty of cabinet ace." "Handiest breakfast bar I've ever seen . . . grand children!" "Love the big picture window!"*

Re: the equipment: *"I sure would enjoy cooking on that streamlined new Gas range—why, it even has automatic clock controls!" "I've always preferred cooking with Gas. It's faster, cheaper, and gives better results." "I want a Gas refrigerator, too. It's silent—and* always *dependable." "As far as I'm concerned, there's nothing like Gas service throughout the house!"*

Re: the decorative treatment: *"So bright and cheerful . . . red and green are my favorite kitchen colors!" "The flower sink is a wonderful idea!" "I see two things I've always wanted in my kitchen—a utensil rack and a telephone!" "Like the book and tray shelves." "This kitchen looks so modern and easy to keep clean!"*

NE THING STANDS OUT! The vast majority of women ant clean, economical, dependable Gas as their "new eedom" kitchen fuel! In 20 million homes throughout merica women are cooking with Gas *now* . . . enjoy-g the speed, flexibility and dependability which *only* e Gas flame can offer. Gas is the preferred fuel for frigeration and water heating, too . . . as well as for automatic house heating and up-to-the-minute year round air conditioning. That's why it's wise to recommend Gas equipment for all 5 jobs in the homes you plan and build. Your local Gas Company will be glad to give you complete technical details on modern Gas practice, appliances and systems.

SIGNIFICANT TRENDS IN CONSTRUCTION

By THOMAS S. HOLDEN

Excerps from an Address given before New York State Association of Architects

The very substantial progress made in the construction industry during 1947 was in part due to a slow-down in starts! The volume of contracts awarded in 37 eastern states from March to July was less by 5 to 6% than for the same period of 1946, but the indicated uptrend was expected to overcome the shortage and produce a final figure slightly larger than the total of starts during 1946.

On the other hand, completions for 1947 were expected to be nearly double those of 1946 and within ten percent of the number of starts in the peak year of 1925 which had an estimated total of 937,000 units.

The backlog of continuing demand for both residential, non-residential and heavy construction continues to be very large, which might be expected to indicate a big increase in construction volume for 1948. But many factors in the economy make for uncertainty.

Since the major factor in our present price structure is the world demand for food, it follows that the question of practically all commodity price stabilization in 1948 depends upon how much and what kind of aid we will extend to foreign nations.

If the major effort is toward the restoration of European industry, the demand will be for increased exports of capital goods, including steel and other structural materials. This would naturally limit our domestic construction progress. Within our own economy, automobile, farm machinery, railway car and other production will, of course, compete for steel with the building industry. Our market adjustment is still far from completed. Postwar recovery is not yet in full swing.

An important factor in the recent rise in construction activity was the removal of most federal government restrictions on July 1. Rent controls may be extended with an indirect effect on housing activity.

There is some discussion of an attempt to halt inflation through renewed commodity price controls. To be effective this would have to include rationing and wage stabilization. With our own recent experience as a guide and the information that the European countries which have made the greatest postwar recovery progress are those which have gone furthest in relaxing wartime economic controls — I cannot believe that the American people will choose to put our economy in a straight jacket. It is likely, however, that there will be recurring proposals for renewal of economic controls by the government.

While legislative action on housing and construction matters was largely negative, the attitude of Congress was definitely positive. Positive action was authorizing investigations of various phases of housing activity as a basis for legislative proposals in the 1948 session.

One investigation under the chairmanship of Congressman Ralph A. Gamble, will try to discover what construction bottlenecks, if any, can be removed by sound federal legislation. Congressman Ralph Gwinn is chairman of a sub-committee of the House Labor Committee set up to investigate uneconomic practices of building labor unions to determine what legislation beyond the Taft-Hartley Act may be needed to correct abuses. A sub-committee of the House Committee on Expenditures is looking into the administration of the public housing program by F.H.A.

Even though the Taft-Hartley Act may be construed as having little direct application to building trade unions, its passage is properly included in any list of important trends.

The need for reform of local building codes is widely recognized. Preparation and publication of the performance code of the Building Officials Conference of America is expected during 1948.

In 1947, the year for which the Wyatt program set a quota of 600,000 prefabricated homes, only 18,275 were produced during the first seven months, according to an authoritative statement released in September. Mr. Harry F. Steidle, manager of the Prefabricated Home Manufacturers Institute blamed adverse provisions of some codes and buyer resistance for slow progress. He also admitted, that as yet, pre-fabs offer no price advantage.

Site prefabrication, as contrasted with factory prefabrication, has been making real progress. Prefabrication as part of subdivision development programs seems to offer the combination that will produce significant results.

After World War I, the recovery period lasted until 1924, a period of six years with a two-year set-back in 1920-21 due to price deflation. It now appears that after 1948, which is slated to be another year of adjustment of our dislocated economy, there will be several years of increasing volume in the construction industry.

Some people seem to fear a depression after deferred demand is taken care of. They overlook the fact that our dynamic economy thrives on new ventures, new wants and new standards of its people, not merely on a backlog of unfilled orders. Should all go well with our economic and political management during the catching-up period there will again be an opportunity for expansion of the American economy, for development of new industries and for creation of a prosperity that will make that of the 1920's seem meager in comparison.

This happy development cannot be predicted as a certainty. Much depends upon sound solutions of the problems with which the American people are now dealing through their elected representatives. I, for one, believe that somehow, through trial and error, and with such wisdom, energy and good will as we have, this country is going to meet its responsibilities of world leadership and that, as part of the whole program, it will set its own house in order and keep it that way. I am not ready to sell America short

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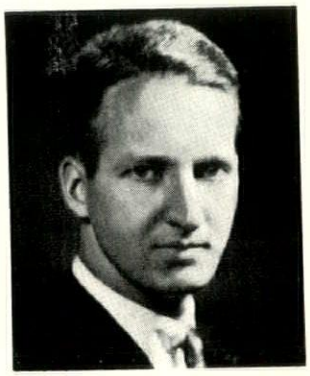
DAVID B. CRANE

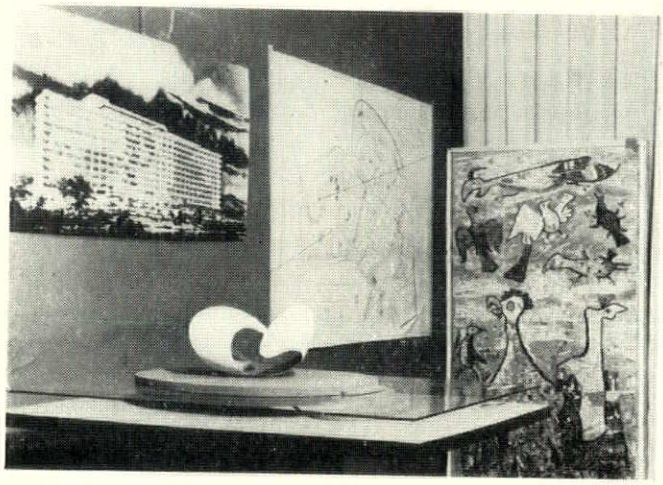


The November - December issue of E.S.A. marked the end of a three-year period of yeoman service to you by Dave Crane, your former editor. He spent many hours on each issue, always with the objective of producing the best professional periodical in the country. We believe he has gone far toward this end, and the N.Y.S.A.A. owes him a debt of gratitude for his interest and for his work.

PROFESSIONAL DESIGNER'S EXHIBIT

PROOF THAT TEAMWORK PAYS

An exhibit of 25 "team design" projects, demonstrating how members of the design professions — architecture, landscape architecture, interior design, mural painting, and sculpture — have collaborated to produce attractive designs and satisfied clients was held at the Architectural League, 115 East 40th street, Jan. 15th through Feb. 6th.

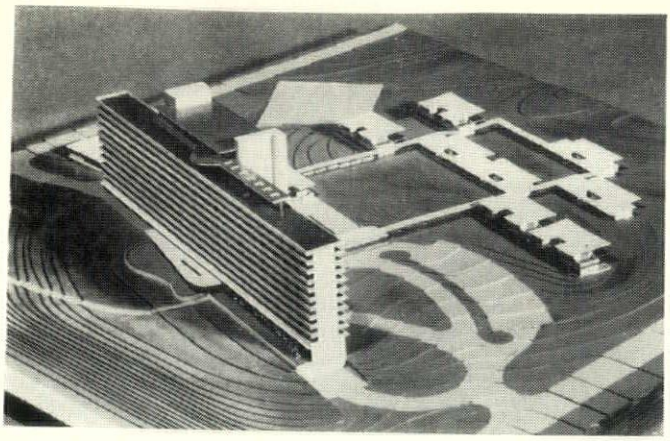


The projects range from a garden glade in California to a real estate development in Massachusetts, but for the most part the pictures and models represent new buildings and homes.

One exhibit features the textiles and murals designed for the new "vista-dome" coaches of the Burlington Railroad's streamliners. Two other exhibits show the interior treatment of the Samba Room on the "S.S. Brazil" and the Verandah Cafe on the "S.S. Uruguay." Both were executed for the U. S. Maritime Commission.

The main building exhibit presents a scale model and drawings of an ultra-modern luxury hotel in Panama City, the *"El Panama"*; designed for Hoteles Interamericanos, by a collaboration of *Edward D. Stone, architect; Thomas D. Church, landscape architect; Jose de Rivera, sculptor, and Max Spivak, mosaicist. The accompanying photographs illustrate the "El Panama" as exhibited at the Mortimer Levitt Gallery, Nov. 10, '47.*

The 11-story building is proportioned like a huge white slab, whose long dimension measures more than 200 feet, while the opposing dimension is so short that many guest accommodations have wide balconies both to the front and rear; a typical accommodation contains a studio living room, dressing room, bath, and two balconies which can be used as part of the living room, or partitioned off by floor-to-



ceiling shutters. Each accommodation affords a sunrise or sunset view of the surrounding landscape; the guest may sleep in a bed or hammock.

The growing popularity of solar houses, even for north temperate climates, is exemplified by a model and floor plan of a new dwelling in Boston by Saltonstall and Morton, architects, and Sidney Shurcliff, landscape architect.

In summarizing the purpose of the exhibit, the League's exhibition committee declares in an introductory statement that, "The material demonstrates both the necessity and the practicability of teamwork between designers. In many instances, the "design team" collaborated with engineers, doctors, sociologists, and geologists.

"The architect — when there is an architect — often conducts the chorus," the statement goes on. "But the decorator was not called in merely to pretty things up after the architect departed. Nor did the painter, sculptor, or landscape architect get last-minute assignments. In each project, the teamwork started with the earliest stages of planning."

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ARCHITECTURAL PRACTICE

Clinton H. Cowgill, A.I.A. & Ben John Small, A.I.A.
Reinhold Pub. Corp., 330 W. 42nd St.,
New York 18, New York, 1947
396 PP., Illus. $12.00

(As reviewed by Warren L. Henderson from the Office of Charles R. Ellis)

The how and why of today's Architect and his work is the theme of this comprehensive opus by two distinguished architects and educators. From the standpoints of content, presentation and typography, their book merits the plaudits of all in need of an up-to-date guide to architectural practice.

I. This is a splendid text for the architectural student, presenting the architect's manifold responsibilities and professional opportunities in a lucid style born of actual teaching experience. The student will find the feature "review questions" at the close of each chapter especially useful in his study. An exhaustive bibliography complements every chapter, citing among other notable references, the A.I.A. Handbook of Architectural Practice, which this volume supplements rather than supplants.

II. The same features will prove invaluable to the architectural "interne" who is preparing to try his licensing examination. Furthermore, to several chapters are appended lists of actual New York State previous licensing examination questions. Here is a boon to the prospective architect which might well be duplicated in future texts. It is regrettably true that ever since the deterioration of the atelier system as well as the diminution of the architect — architectural novice teaching relation, on-the-job training of young architects has been delegated largely to each embryo architect. Notwithstanding the obvious complexity of modern office management, the need for personnel specialization and the impersonal relationship imposed by unions or employee associations, the architect "should accept mentorship of the young men who are entering the profession, leading them to a full understanding of the functions, duties and responsibilities of architects." This recommendation from the A.I.A. "Standards of Professional Practice" underscores the need for continuing counsel of practitioner to architect-assistants, employing texts such as the one at hand.

The chapter on Certification of Architects is particularly recommended to the prospective architect, outlining the preliminaries to taking licensing examinations, as well as those states regulating architectural practice, and rather complete excerpts from each state's licensing requirements. In addition, N.C.A.R.B. examination regulations are described in detail. Finally, an itemized list of general examination suggestions precedes an actual New York State Examination reprinted in toto.

III. Lest the vast worth of this volume to the practitioner himself be overlooked by this time, let us appraise it as a highly usable reference, covering all professional, business and legal phases of architectural practice. Divisions of practice are interpreted by tracing a commission from recommended (dignified) sales techniques and job development through the preliminary presentation, design, specification writing, supervision and office management. Time-proven practices, check-lists, forms, schedules and guides are illustrated with practical wisdom. Incidentally, such sample forms have assumed more reality due to the generous page-size (8¾x11½ inches). Included in the discussion of preliminary presentation is a thorough report on the Construction Survey System. This system recommends a uniform analysis provided to all bidders for a project in the form of a Purchase Requisition. It promises lowered building costs by improving and increasing competition, in addition to eliminating the usual 30 to 300 various sub-bidders' wasteful duplication of effort.

The authors treat of Business Aspects with commendable thoroughness, beginning with a treatise on capital-assets, liabilities and net worth as applied to typical architectural practice. We quote: "an architectural firm should be conducted so that the success of its operation and its condition may be known at all times to its managers." Therefore, it is essential that systematic accounting be used. All steps in the architect's accounts are traced, the journal, the ledger, balance sheet and profit and loss statement explained and illustrated (with short-cuts suggested for use in small firms). Cost accounting, used as an aid to budgeting job costs and in increasing the efficiency of individual elements of the organization, is handled adequately.

The section on Business Aspects concludes with a discussion of the financing of building projects. The importance of the architect's possessing knowledge of investment principles is apparent when commercial buildings and certain publicly-owned buildings are projected. The architect, though not posing as an investment counselor for his client, should be able to advise the client with assurance concerning investment in buildings. Hence, this chapter explains markets, trends, securities for investment and probable results of a project's operation. Another application of investment knowledge from Messrs. Cowgill and Small: "If an architect is successful, he should accumulate more cash than should be left in the bank. Reserve funds, in general, should be invested, and thus bring non-operating income to the firm in addition to the fees from operation."

"Legal and Professional Aspects of Architectural Practice" is all-inclusive in its treatment of laws affecting construction, partnership, owner-architect and client-engineer agreements, and fee schedules as issued by many A.I.A. chapters. The latter is of especial interest to architects' organizations. All of the various construction contract forms are reproduced and explained in detail. Too, the A.I.A.'s General Conditions of the Contract are given clarity through fresh interpretation. Change orders, certificates of payment and insurance are also illustrated. Performance, payment and bid bond forms are reproduced (including the ubiquitous fine print!) together with a summary of their functions and amounts.

The contractor will find the section devoted to 11 miscellaneous forms of particular interest.

Messrs. Cowgill and Small have produced in their "Architectural Practice" a definitive exposition of contemporary American architectural practice. Orderly in its treatment of procedures, complete in example and reference, wise and considered in counsel, this book is dedicated to an increasingly satisfying, contributive practice of architecture by every architect-reader.

THAT NECESSARY EVIL, THE ARCHITECTURAL ENGINEER

By THOMAS H. McKAIG

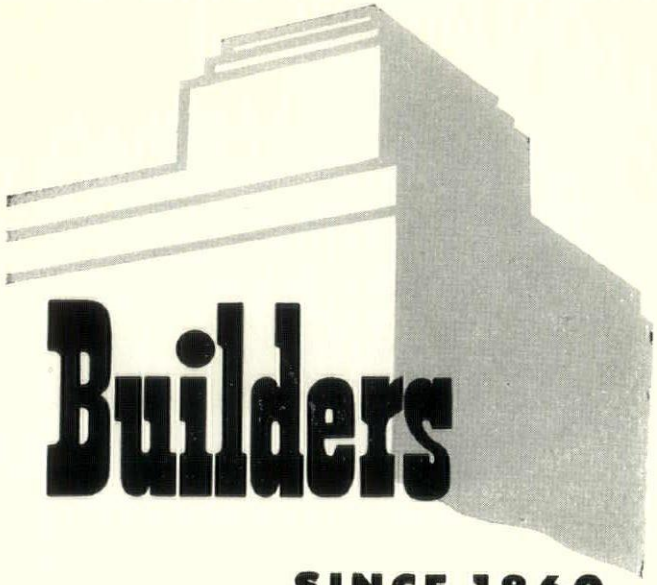
It is only two letters ago that I used building costs and their future trends as material for a letter. It seems rather soon, therefore, to attempt to write on the same subject, but since magazines and newspapers devote space this time of year to financial and economic reviews and prognostications, I may be justified in commenting some more on what I think about things.

From where I sit looking out over the snow covered roof of the back street, I think we have practically settled down to a new price level, with the tendency later on toward a slightly (emphasize this last word) optimistic future. At the present time, cost indices do not represent the true comparison of costs with past years because they omit the efficiency of labor. Months ago, I had occasion to assist in the preparation of cost estimates based on actual units, for a bridge which had originally been estimated on 1940 basis, — then again on 1947 basis. The 1947 cost was indicated to be 2.24 times the 1940 cost. The cost index comparison indicated that the structure should cost about 1.65 times the 1940 cost. What caused this discrepancy? We talked to the estimating department of one of the national construction companies and found that they rated present day efficiency of labor at about 70 percent of the prewar. Here then, was our answer, since 1.65 divided by .70 is 2.35, not too far from the 2.24 ratio which we had derived. In this item of efficiency we may look for a downward trend in prices. Several contractors have told me that they have already started figuring a higher output from bricklayer labor in the work they are quoting today.

We have heard cubic foot bid prices on a few jobs lately, which have scared the daylights out of us. However, in each of these the reason has been easy to see, — size. Each of these jobs has been in the million dollar plus class. In order to handle such a job these days, the contractor cannot figure on doing the work with his normal labor force. In order to get men, he must pay premium scales; how high he does not know, so he sets his price to protect himself. Moreover, nowadays, except in New York City, you can get six bidders on a $100,000 job for each bid you receive on a million dollar job. This item alone will account for at least 5% in cost on the larger job.

Of course costs will continue high as long as materials and labor are scarce. In some lines, this scarcity is emphasized by competing demands outside the American building market. Not only is the available steel supply being cut by the demands of the automotive industry, the railroads, including the freight car shortage, and the household appliance demand; but the foreign demand is cutting into the remainder. The lumber supply will continue short until more freight cars are available. But against this, a lot of active young G. I's. are going into the building trades to help out the labor shortage and in some instances, the labor unions are helping out by easing up on prefabricated material requirements.

Taken all in all, I can be neither unduly optimistic nor likewise pessimistic about the year ahead. Those who must build, like some of the industrial plants, retail stores, etc., will build, — those who can delay building, like churches and clubs, will probably delay, — but in my opinion, the year will be neither boom nor bust.



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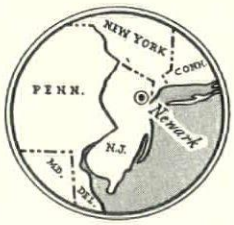

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WHO DECIDES WHAT IS TO BE BUILT

(*Continued from Page 8*)

those who offer a certain proportion of their output to the price range below the critical level.

There is nothing worse than a dead level, either in finance or design. Our large lending institutions may be correct in claiming they cannot afford to lend money on mortgages unless the rate is above a safe level indicated by actual cost experience. But, assuming that this rate works out at 3.6%, are they justified in making an inflexible rule that they cannot under any circumstances lend for less than that figure?

The great institutional lenders now have more money to invest than ever before; so much, in fact, that state legislatures have authorized insurance societies to invest *directly* in housing enterprises. But, in setting up safeguards against the abuse of power granted to large scale enterprise, it would be a great mistake to impose short-sighted regulations that would discourage the search for profits through creative design rather than through market manipulation. Here is an opportunity for financiers to do some original, creative thinking.

We architects should be in the forefront in promoting originality in making decisions; but let us not forget that we must have a thorough understanding of fundamentals before we undertake to suggest new ways — especially to our brothers in the financing agencies.

Part IX Local Government and the Decision to Build

How does local government policy affect the decision to build? In New York State the township is the basic governmental unit. Where populations are concentrated, villages or cities are incorporated to perform the services required to make real property usable. Towns, villages and cities may levy taxes to pay for the services they perform. The provision and maintenance of roads and streets, including sub surface drainage, are items which present typical administration problems. It has long been a question whether cities determine their own destiny or whether they are compelled to follow the famous example of Alice and the Red Queen in a breath taking effort to keep from going backwards.

There is a trend on the part of both industry and housing to move out beyond the city limits to escape high city taxes, traffic difficulties, divided property rights and high land costs.

The present problems of city governments result from man's inability to foresee change and to provide flexibility for healthy growth. Cities have grown along roads following natural lines of travel and by sections developed by promoters with an eye to speculative profits from increased land values. Until the advent of zoning in 1916, purchasers were free to build anywhere, with any degree of intensity, for any use. In some cases streets were built which sound planning would have ruled out, others proved inadequate to the traffic demands that developed and so became obsolete. Changes in property use caused changes in traffic flow. It is now apparent to all that a greater degree of coordination is required between public administration and the administration of privately owned real properties.

As cities have grown, individual property owners have lost touch with municipal policy makers. Even worse, municipal administration has been losing touch with the needs and problems of the small property owner. Small groups of neighbors no longer have an agency through which they can act. In New York City we even abolished the ward and the alderman who had once been the respected representative of his neighborhood.

Zoning ordinances are becoming complicated. City *planning* commissioners are swamped by a mass of detail connected with zoning *administration* and local map changes. We have not yet developed a type of city planning that can effectively coordinate desirable public and private improvements.

In 1941 the State of New York passed its first urban redevelopment act. It aimed to give the power to the majority of property owners in a blighted district to replan and redevelop their properties. There appeared, however, to be no constitutional way to trustee properties into a pool and to reapportion them after replanning on the basis of equitable appraisal. Long ago, before the feudal system was clamped upon Europe, periodic redistribution of agricultural properties had been an accepted practice. In the battle for individual rights and the struggle against landlordism which has taken place since then, some of the basic practices which maintained equitable relations between individuals and which were known to our colonist ancestors, have been lost sight of. Consequently in framing the first urban redevelopment law, it was necessary to resort to the theory of eminent domain. It was thought that property had to be taken away from existing owners rather than redistributed by mutual agreement.

If we look back for a moment at the situation which faced our ancestors, we will realize that they had ideas about cooperation and common interests that have become mere memories to us. We who know the history of the construction industry, remember the barn raising parties and the beer that was served when the neigh-

bors came in and helped to raise the heavy frame that had been hewn and fitted for mortice and tenon by the owner and his helper. The barn raising was social cooperation. Our own grandmothers have told us about the sport of the quilting bee when the neighbors, by sharing labor, turned drudgery into a social relaxation. The quilting bee was social cooperation. Salem, Massachusetts, was the center of an embryonic cattle industry. It was for this reason that Salem originally set aside a greater proportion of common lands than any other New England city. The common lands were administered by trustees for 200 years. We must distinguish administration of lands from the rendering of governmental services. The administration of common lands is social cooperation. The modern concept of the administration of public authority shows that the needs of the day tend to create the instrumentalities. This is a democratic way of approach. In the redevelopment of our cities we need to return to some of our earlier concepts. We can create corporate authorities or corporate trustees who will be responsible and make decisions affecting basic common interests and leave individual decisions to be worked out by the type of coordination which I have tried to describe where owners, construction, finance, realty and the municipality must achieve understanding before the decision to proceed is given.

In the redevelopment of our cities, we must return to some of our earlier concepts. We must recapture the spirit of social cooperation epitomized by the barn raising parties and the quilting bees that turned labor and drudgery into social relaxation. We must create responsible corporate authorities or trustees who can make decisions affecting basic common interests and leave individual decisions to be worked out by the type of coordination in which owners, construction, finance, realty and the municipality achieve *understanding* before the decision to proceed is given.

We need to understand the significance of decisions made by local municipalities and to recognize that these decisions should grow out of an improved understanding of other decisions that must be made by design, construction, real estate, finance and users of buildings. Besides providing for individual interests, we must find a way of expressing and protecting the common interests of neighborhoods.

Part X Conclusions

Let me again repeat the opening question, "Who decides what is to be built?" The answer, as near as any answer can be made, is that there are a series of decisions which must take place which affect the character of building.

It is important that architects should realize this, for upon such understanding depends our opportunity for leadership through design and coordination. We must understand not only the significance of these decisions, but the significance of the institutions to which these decisions are related. We must recognize that our institutions are dynamic. We must recognize the value of invention and innovation, but above all things, we must remember the interdependence and interrelatedness of decisions.

How can we achieve such understanding? As a part of the program of this meeting we shall have a series of panel discussions when we will examine the techniques of construction in the specialized fields of hospitals, schools, housing, industrial building and city planning. We shall have the opportunity to analyze the types of decisions that are made in those fields. When we leave here and return to our own private practice, let us remember that we architects are analytically trained, that we are schooled in the ability to design and to coordinate. Let us remember that if we proceed with humility and understanding we can serve as a yeast to raise the character of decisions made in our own communities.

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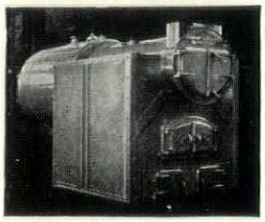

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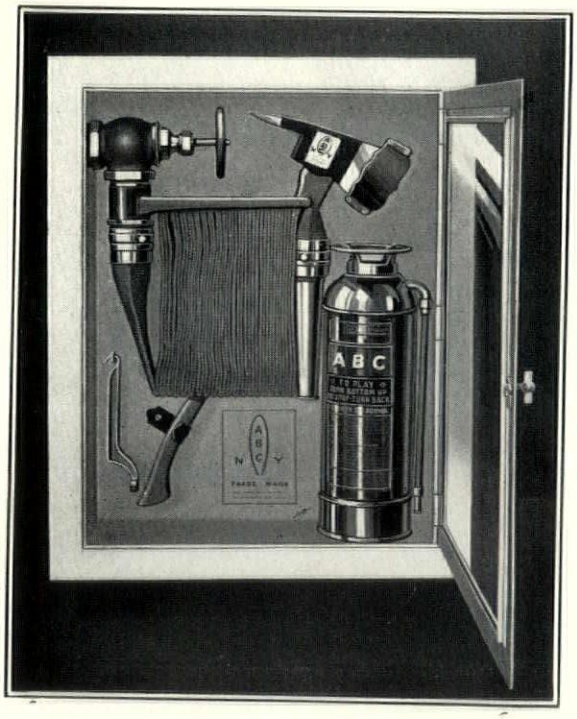

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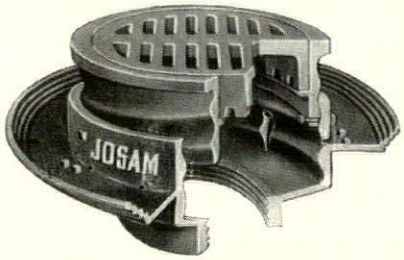

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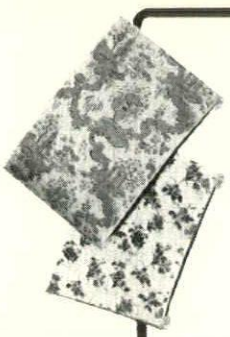

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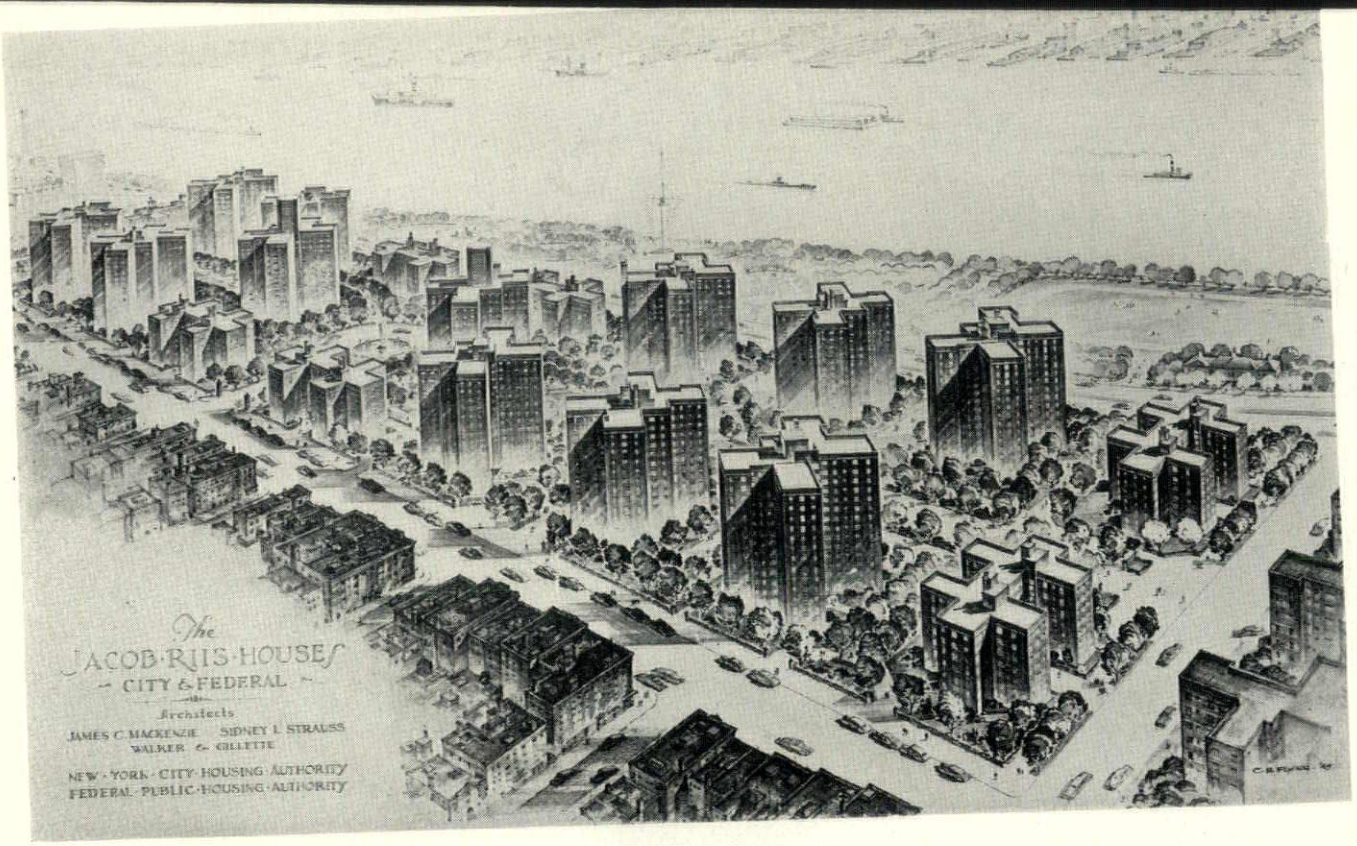

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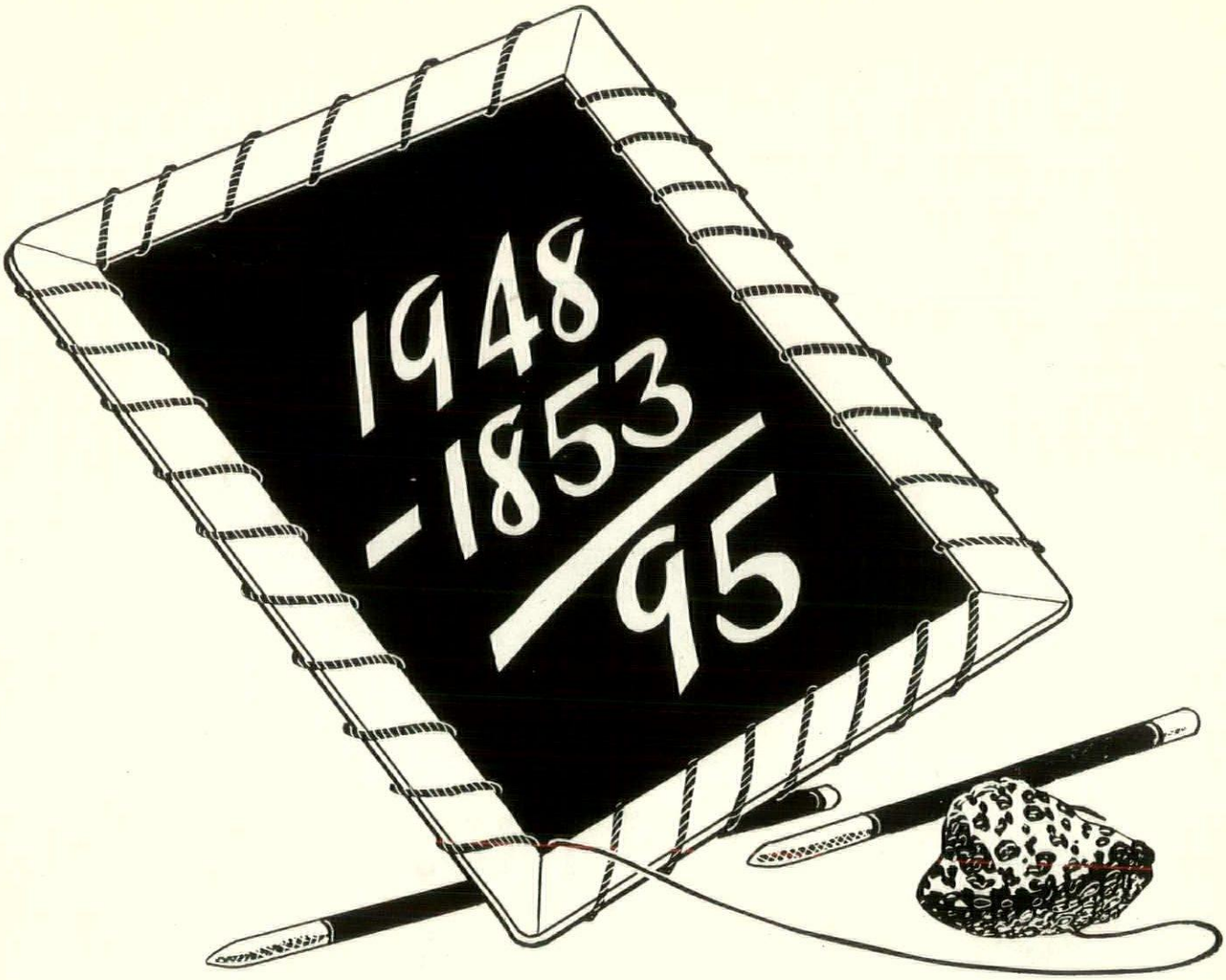

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